KABUL CITY INITIATIVE (KCI)
MONTHLY REPORT (NO. 20)
OCTOBER 1 - 31, 2012

Figure 1: KCI, Mayor of Kabul Mohammad Yunos Nawandish, Minister of Information and Culture Sayed Makhdoom Rahin and USAID Mission Director Dr. Ken Yamashita cut the ribbon to inaugurate the first Citizen Information Center (CIC) at the Kabul City Municipal Building in October

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AFGHANISTAN KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 20)
October 1-31, 2012

November 15, 2012

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ACRONYMS

ASI	Adam Smith International
Auto CAD	Automated Computer Aided Design
CLIN	Contract Line Item Number
CIC	Citizen Information Center
COA	Chart of Accounts
COP	Chief of Party
COR	Contracting Officer's Representative
DG	Director General
FMIS	Financial Management Information System
HQ	Kabul Municipality Headquarters (City Hall)
ICDL	International Computer Driving License
ICT	Information and communications technology
KCI	Kabul City Initiative
KM	Kabul Municipality
km	Kilometer
KMO	Kabul Municipal Offices
LTTA	Long Term Technical Assistance
MCITP	Microsoft Certified IT Professional
MMCIP	Municipal Management and Capacity Improvement Plan
M	Meter (of measurement)
MOF	Ministry of Finance
MT	Metric Tons
NRC	National Research Council
PMP	Performance Management Plan
PSAs	Public Service Announcements
RFA	Request for Approval
RIAP	Revenue Improvement Action Plan
STA/M	Senior Technical Adviser/Manager
STTA	Short Term Technical Assistance

SOP	Standard Operating Procedure
SOW	Scope of Work
TA	Technical Assistance
USAID	United States Agency for International Development

PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to the Kabul Municipality (KM) and to create effective, responsive, transparent and accountable municipal governance in Kabul. KCI's goal is to: (1) increase the capacity of city officials in Kabul; (2) markedly improve the delivery of municipal services to citizens in Kabul; and (3) increase municipal capacity to generate revenue and to account for expenditures and revenue. As a result of KCI, it is anticipated that Kabul's citizens will receive improved services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page two, this Monthly Report summarizes progress towards accomplishing project benchmarks and provides:

- An update of progress made towards fulfilling project goals;

- Identification of implementation issues including obstacles encountered and possible delays in fulfilling activities included in the work plan and PMP targets;

- KCI's response to these issues and obstacles including any proposed changes to the work plan; and,

- A forecast of next month's activities.

HIGHLIGHTS

During the past month, the Kabul City Initiative (KCI) accomplished the following:

- The Mayor of Kabul and KCI inaugurated the Citizen Information Center (CIC) with participation by Afghanistan's Minister for Information and Culture and USAID's Mission Director to Afghanistan. The CIC opening received significant media attention. A number of these articles are available on the internet and include:

    a. http://www.bbc.co.uk/pashto/afghanistan/2012/10/121023_ns_kabul_municipality.shtml

    b. http://www.sada-e-azadi.net/index.php/en/afghanistan/capital/7052-citizen-info-centre-opens-at-kabul-municipality

    c. https://www.facebook.com/afghanembassybishkek/posts/408569889210829

    d. https://www.cimicweb.org/cmo/afg/Documents/News/PAJHWOK%20-%20CitizenCtrOpens.pdf

    e. http://schema-root.org/region/asia/southwest_asia/afghanistan/provinces/kabul/municipalities/

- Completed the second round of the Future Leaders Program for 50 Kabul Municipality (KM) staff; 47 out of 50 students successfully passed the final test;
- Completed the second round of the International Computer Driving License (ICDL) training program with 154 out of 200 participants passing the course and receiving the internationally certified ICDL certificate;
- Continued training 11 staff of the Citizen Information Center (CIC);
- Signed contracts for the Driving Course and for the second round of the Senior Leadership Program;
- Completed and installed the work order system, computers, internet and ticket dispensing machine in the CIC;
- Continued the Public Education Campaign on cleaning and greening in the schools throughout Kabul;
- Renovated and inaugurated Kabul Municipality's female washrooms;
- Developed the concept note for the Youth Conference to be held later during year three of KCI's activities;
- Held the 11th Women Business Development Campaign in district 16;
- Initiated installation of playgrounds in KCI's new neighborhood parks, with the arrival in country of KCI's playground installation consultant;
- Continued electrical upgrades in the Kabul Youth Gymnasium located in the Street Maintenance Department;
- Completed the guardhouses, canteens and bathrooms in Bibi Sangari Park, Kart e Mamorin Park, and Sayed-ul-Nasiri Park;
- Completed an assessment of revenue generation of KM's three cinemas; and,
- In cooperation with the Ministry of Finance (MoF) and KM's Accounting Department, established a direct link between the KM FMIS and the MoF AFMIS to enable KM to directly development budget expenditure reports to the MoF.

1.0 ACHIEVEMENTS

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Opening of the Citizen Information Center

Kabul Municipality (KM) inaugurated its first Citizen Information Center (CIC) on October 23 with the support of Kabul City Initiative. The CIC will significantly improve the delivery of services to the public by providing them with a centrally located physical and electronic access point for interacting with the Municipality. The CIC will be a "one stop shop" for inquiries, requests for city service delivery, guidance on regulations and suggestions and complaints.

More than a quarter of Afghanistan's population resides in Kabul and looks to Kabul Municipality for the provision of basic city services. The Municipality has more daily interaction with citizens than most government institutions in Afghanistan. Clients ranging from shopkeepers and small business owners who need to renew their business licenses to citizens who want to expand their houses, pay their tax or obtain a work permit, all come to Kabul Municipality.

KCI staff developed customized software and installed it in the CIC's ICT system to track citizens' concerns and ensure they are addressed by the appropriate municipal department. This "work order system" will decrease the processing time for most paperwork from one week to an average of two days.

The large number of clients, a shortage of professional staff and a lack of clarity about the proper department to address has made interaction with the Municipality difficult for its residents. Now with the opening of the CIC, Kabul's citizens can make only one stop at Kabul Municipality.

This advance in Kabul Municipality's capacity to efficiently provide services will minimize confusion, save time and reduce costs; it should also increase public satisfaction with the Municipal government. The CIC, developed, designed, and constructed by KCI and staffed with newly trained Municipal employees is the latest in a series of improvements implemented by KCI in partnership with the KM to help create more streamlined delivery of public services to Kabul's citizens.

In addition, as the Mayor noted during the ceremony, the provision of information and the handling of requests at this one stop will also provide better transparency for the municipality's operations and reduce the municipality's vulnerability to corruption. President Karzai's office subsequently called the Mayor and indicated he would like to have a team of his officials visit the CIC and consider options for replicating this innovation in other Afghan cities.

Training

In October, the Kabul City Initiative (KCI) completed the Future Leaders Program for 50 young staff of the Kabul Municipality; 47 of them passed the final exam and received their certificates. During this program, participants learned about municipal management, budgeting, and other topics related to city government. With the support of the Mayor it is anticipated that these Future Leaders will become the future managers in the Kabul Municipality.

The recently completed second round of International Computer Driving Lesson (ICDL) was another success. KCI trained 186 staff members in various computer skills, such as use of the web, word processing, and editing. At the conclusion of the program, 155 of the participants in this round passed the final exam and became ICDL certified.

During this month, KCI continued to provide medium and long term training that will continue into the next month. Examples include: the Citizen Information Center (CIC) training for 11 staff of Kabul Municipality in which the participants continue their education on working procedures for each

department of the Kabul Municipality so they can effectively represent the departments at the Citizen Information Center; and, Automated Computer Aided Design (Auto CAD) training for six staff of the Urban Planning Department. This introductory Auto CAD course includes 3D (three-dimensional) modeling, performing calculations, measuring and other subjects. KCI is focusing its attention during year three on building up the technical skills of the Urban Planning Department at KM. This enhanced capacity will enable the development of sophisticated urban planning designs and associated development projects, and ensure that the recently developed five-year capital improvement plan is a fully functional and modern municipal operating plan.

In addition, KCI signed three contracts for training that will start next month. These contracts include: Driving Course for Sanitation Department with Momozai Company; the Third Round of ICDL Training with Pro-Tech Company; and, Senior Leadership Training with the American University of Afghanistan.

Policies and Procedures

KCI assigned two of its staff members as embedded management consultants to work closely with the field departments of Sanitation and Street and Maintenance to help these departments improve their management capacity. The DG of Sanitation has requested that KCI assist with his top priority, the digitalization of all documents in the department's two main sub departments of Transportation and Finance.

Public Outreach

KCI completed the first round of broadcasting of the educational radio spots and dramas on greening, cleaning, Safay'i tax and business licensing in October. These were broadcast on some of the most popular stations in Afghanistan including City FM, Radio Kilid, Arman FM and Radio Salam Watandar. KCI's subcontractor initiated focus group interviews to collect data and evaluate the impact of these educational Public Service Announcements (PSAs) on Kabul's citizens. In October, KCI received USAID approval to continue the TV spots on cleaning and greening for an additional month.

Figure 2: KCI Continued its Clean and Green Campaign at Kabul's Schools during October.

The Public Education Campaign at Kabul's schools continued during the reporting period. Kabul Municipality's senior leaders and district managers, in cooperation with the school principals hosted these events for approximately 6,100 students. KCI distributed children's story and coloring books, crayons, flyers, posters and garbage bags to children in seven schools in districts 5, 9, 10 and 16. The hero of Kabul and featured guest at the events, Shir Sultan passed along his clean and green message and interacted with the enthusiastic children.

In addition, KCI installed a billboard to encourage the youth of Kabul to make the city green, which is part of the Public Education Campaign.

Media Events during October included:

- Distribution of certificates for the completion of Women's Leadership training;
- Distribution of certificates for completion of Urban Forestry training;
- Distribution of certificates to the participants in the Procurement and Contract Management training;
- Ground breaking for the sidewalk construction project in District 4;
- Inauguration of the KM women's washrooms;
- Launch of the 11th Women Business Development Campaign;
- Inauguration of the Citizen Information Center (CIC); and,

- Distribution of certificates to the participants of the second round of the Future Leaders Program.

Gender and Youth

During the reporting period, KCI completed the renovation of the first ever women's washrooms designed exclusively for women's use in the Kabul Municipality Headquarters. The KM Women's Council inaugurated the washrooms; previously women had to leave the HQ to find a washroom for their use.

As outlined in the third year work plan, KCI will support an upcoming Youth Conference in Kabul. In October, KCI developed the concept note and initial plan for the Conference for the Mayor's comments and approval.

KCI held a consultation session with children from an orphanage in District 15 to gain their insight and ideas for the design of KCI's new parks in Year Three, as part of KCI's goal to involve the public more and more in the decision making process.

The annual report of KM Women Council was drafted and will be shared with USAID to reflect the Council's achievements during the last year.

In October, KCI held the 11th Women Business Development Campaign in District 16 in which businesswomen displayed and sold their hand made products.

ICT

Figure 3: KCI inaugurated the new KM women's washrooms

During October, KCI developed the work order system for the CIC, installed the database in the CIC system and, trained the CIC staff to operate the work order system. In addition, the CIC building's network was connected to the fiber optic network at KM HQ through an internet uplink cable from the main building. KCI also installed the customer ticket-dispensing machine at the CIC. This machine automatically dispenses a ticket (once the citizen identifies the issue of concern) that assigns a number and a window to the citizen to address his or her concern to a CIC staff member trained to resolve issues in a specific area, such as land disputes, tax concerns, street complaints or business license inquiries.

During this period, KCI continued the new ducting and cabling for KM building; since the new system is more complicated and the KM buildings are quite extensive, it will take up to two months to install the new, more efficient network. KCI procured safety and security software (Sonic Firewall) for the KM network system to protect the network from unauthorized users. KCI's ICT Director will work with KM's staff to ensure they develop the capacity to manage these new features.

During October, the KCI ICT Director visited different departments of the KM IT operations and training centers for checkups and troubleshooting. Part of this process involved checking the internet connectivity with the internet provider for accuracy and to ensure that appropriate levels of broadband were being provided.

1.2   CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Sanitation Services

KCI and the Director General of the Sanitation Department are developing plans for modernizing its operations with an initial emphasis on the installation and implementation of computerized record

keeping. KCI will focus on improving the efficiency of the HR office, the purchasing office and the financial management office, as well as inventory and assets records.

Parks and Greenery

KCI completed the base construction of facilities in nine out of the ten neighborhood parks in October. These facilities include guardrooms, canteens, and toilets. All buildings will be completed in six parks this year; buildings in the remaining four will be completed in early 2013.

Figure 4: Phase I construction of the continuation of Taimani Park in District 4

Phase I construction was completed for the renovation of old Taimani Park in District 4; Phase 2 construction is scheduled to be completed in December 2012.

In October, KCI installed four sets of playground equipment in four of the new KCI parks. KCI hired (as part of the procurement of the equipment) a specialized playground installation firm that is training KM Greenery Department workers to install and maintain the playground equipment. KCI anticipates completing two additional playgrounds while the equipment provider's representative is in country; the remaining four playgrounds will be installed by KM staff over the months ahead with the guidance of a KCI engineer who is preparing an instruction

Figure 5: KCI began the installation of playground equipment in ten parks in October.

manual in Dari (this manual will be translated into Pashtu as well). The manual will contain detailed step by step photographs of the actual installation process to assist in the development of the capacity of the Greenery Department staff. One section will also provide detailed information on maintenance of the playground equipment.

KCI is in the process of surveying, preparing the scopes of work (SoW) and drafting the design documents for the ten additional parks to be constructed in Year Three. KM has not yet provided the final list of the locations of the ten parks. KCI's CLIN 1 will facilitate discussions between KM, neighborhood Wakil Gozars (neighborhood leaders) and neighborhood groups to ensure the parks are constructed in a manner that responds to the desires of residents of the neighborhoods where the parks will be located.

Kabul City Streets

During the month of October, KCI completed construction of 1 km of Balahesar Road (one of Kabul's main thoroughfares) along with the installation of curbs. Road stripping to delineate lanes will be completed in November.

3.23 kilometers of District 5 roads have been prepped and prepared for asphalt paving, which

will start in November. An additional 7 km of roads

will be paved in the same district using asphalt provided by Kabul Municipality's plant. KCI will provide quality control and provide KM employees instruction on how to formulate proper mixes and engage in quality control.

Figure 6: Balahesar Road Striping

KCI continues to work on the development of sidewalks. This is one of the highest priorities listed by respondents on KCI's annual survey of the opinions of Kabul's residents. All of these projects have been carefully selected in areas of high pedestrian traffic.

KCI has strategically constructed sidewalks near

schools where the lack of adequate sidewalks have led to frequent accidents involving injury to children. These small scale sidewalk interventions have a high rate of return considering the low cost and potential lives saved; they are also a very visible sign that service delivery to the citizens of Kabul is improving. The Kabul Mayor has designated additional locations for ten kilometers of sidewalks around the city for Year Three; these will be evaluated, surveyed and design documents will be prepared by the KCI technical team in the near future.

Figure 7: KCI completed the base course on section 14 of the district 5 road project.

During October, the construction work of 1,500 linear meters of sidewalks started and the work has reached 35% of completion.

City Facilities

In October, KCI continued to work with KM to improve its facilities and provide safe and secure work spaces for its employees. KCI completed over 35% of the electrical system upgrade for the Kabul Youth Gymnasium. Approximately 50% of the planned upgrade of the electrical system of the Streets and Maintenance Department garage was completed also.

1.3   CLIN 3: INCREASE REVENUE COLLECTION, IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY

1. Revenue Collection

In response to a request by the Deputy Mayor for Administration and Finance, the revenue team started working on a report on the potential abolition of the Municipal entry tax. The report will discuss specific country cases in comparable countries, as well as policy options that would be viable in Afghanistan. At present, Kabul business associations cite the city entry tax as a barrier to business development since it is cumbersome, causes transportation delays and is not uniformly applied. Other countries replaced their city entry taxes by a road toll. If Afghanistan or Kabul decides to use a road toll instead, the next issue to address would be the types of remuneration for private sector tax collectors, if any, to be retained. Presently KM has a fixed price contract with private sector tax collectors, which is not in the Municipality's financial interest. Profit sharing is preferable but requires accountability of the private sector collectors.

The Kabul Municipal Revenue Report 1390 (21 March 2011-19 March 2012) pointed out deficiencies in various areas such as revenue reporting, the way KM manages its bank relationship with Pashtany Bank, property tax arrears owed by the national government, equipment of district offices and the formulation of revenue targets. The report caused the Deputy Mayor for Administration and Finance to speed up the adoption of the Chart of Accounts in the area of revenue, ask for the reconciliation of reports on MoF funding and express interest in the way countries comparable to Afghanistan had replaced the city entry tax which business associations charge is a major barrier to expanding commerce. In November 2012, KM decided to appoint five officers from the revenue department to

monitor the performance and problems in financial and accounting reporting in KM's 22 districts. A meeting with the Mayor will be scheduled to discuss options for further follow-up on KCI's recommendations pertaining to the report.

Following discussions with the Deputy Mayor for Administration and Finance, the revenue team held two meetings with KM's Policy Department and the Assets Management Unit of KM's Revenue Department, to investigate the discrepancy in the reported funding by the Ministry of Finance (MoF) for projects. In the year 1390 the discrepancy was substantial, 225 million Afs (4.5 million US Dollars). The different figures reported by the KM's revenue directorate, policy department, FMIS and the MoF were reconciled; what remains is to report the result with recommendations for improved reporting to the Deputy Mayor for Administration and Finance. KCI and KM's Assets Management Unit support the idea of reporting the entire development budget provided by the MoF as KM's revenue; this would include direct payments by the MoF to private sector contractors. This is to be discussed with the DG for Revenue and the Deputy Mayor for Administration and Finance for approval.

The revenue team held follow-up meetings with the DG for Revenue on the upcoming FMIS training modules. KM approved four revenue staff members to attend this training which will be conducted in November 2012.

The revenue team visited Districts 6, 8 and 13 to follow up the Revenue Improvement Action Planning (RIAP) training by obtaining information on their revenue related problems, complaints and suggestions. All districts have been visited to date except District 9.

The revenue team completed its review of three white papers on new revenue sources including advertisement, bottle recycling fees and assessment districts during this month.

The Deputy Mayor for Administration and Finance requested that KCI help with the assessment of the financial viability of three cinemas, Ariana, Shahr Naw Park and Khair Khana which are operated by the city. At the same time, he refused further approval of funding for Khair Khana's operating costs including sprockets and projector lamps without which the cinema will not be operational. Park Cinema has similar problems. The cinemas themselves have no autonomy over their own expenditures and requests to spend for essential needs require approval by many actors inside KM.

KCI suggests the following options to address the loss-making cinemas problems:

1. Continue business as usual but raise the ticket prices. Feasibility of this option depends on price elasticity. Many visitors of the cinemas are unemployed and/or low-income groups of people who do not have access to the internet or rental videos.
2. Bring more people in. This can be done in several ways including improved marketing and promotion of the three cinemas by improved selection in the variety of the movies offered as well as investing in the premises such as toilet facilities or loges or by lowering the ticket prices. One obstacle is the behavior of certain cinema visitors, which presently makes a cinema visit inappropriate for families, however, improving the loges can help solve this problem.
3. Expand the opening hours. Currently most cinemas are open in the morning and the afternoon, but not in the evening.
4. A public private partnership: allow a private sector entity (individual or company) to bid for the operation of the cinema. In this scenario a fixed-price contract will create the risk of inefficiency. Theoretically a profit-loss-sharing scheme would be better, but that would require implementing some procedures to ensure accountability.
5. Privatize the cinema.
6. If everything else fails, close the cinema.

2. Accounting, Budgeting, and Financial Management

The KCI Financial Management Team and DCOP Technical participated in a meeting with the DG for Finance and Administration and a World Bank delegation to avoid duplication of work by World Bank. The World Bank has expressed interest in working in areas such as Financial Management Information System (FMIS) training that are already being covered by KCI.

In October, KCI discussed some technical problem with the FMIS database with Glory Consultants, the local firm that is partnering with KCI to provide instruction to KM officials. The issues were resolved successfully and two KM IT staff members were trained in the operational aspects of FMIS database.

KCI completed the reconciliation process of the FMIS database and manual records of KM's expenditures for the first half of the year 1391. A number of discrepancies were identified and resolved by KCI and KM staff during this process.

KCI received data from the Reconciliation Manager regarding KM's reconciliation process. It was then agreed in a meeting of KCI, Head of Accounting, the Bookkeeping Manager and the Manager of Accounts Payable to start engaging in reconciliation of reports on a monthly basis. KCI will continue its support to make the process effective.

KCI met with KM Service Facilitator/ General Manager and KM Transportation Manager on the list of KM vehicles to analyze transportation costs including costs of fuel, repair and maintenance. Currently the costs of fuel and maintenance are extremely high and KCI wants to introduce a control indicator once the initial analysis is complete. (Note: the DG of the Sanitation Department is installing security cameras to help monitor his vehicle fleet at night and the departures and returns of vehicles during business hours to help prevent loss of fuel).

KCI received approval and prepared a list of trainees for the two-week training on FMIS database, which will be conducted in November 2012.

In October, KCI analyzed and discussed the budget discrepancies in the first quarter of 1391 with DM Finance and Administration and submitted a copy of the report to the DM.

KCI extracted the seven month expenditure report for the year 1391 and prepared the variance analysis report to share with the Deputy Mayor for Finance and Administration, and completed development of the fourth quarter allotment of the municipality's budget for the year 1391 and submitted it to the Deputy Mayor for Finance and Administration.

KCI conducted a survey of the Budget Department staff's current skills in order to develop appropriately focused training materials for Intermediate Budget Training. This training will be conducted in November 2012, and KCI continued its cooperation with KM Administration Department to develop KM's tashkīl (staffing and organization structure) for the year 1392.

The KCI Financial Management Team cooperated with the MoF and KM's Accounting Department to establish a direct link between the MoF's AFMIS system and the Municipality's FMIS server which will enable the MoF to receive development budget expenditure reports directly. This system has been made mandatory by the MoF to control development budget expenditures. The necessary additional computer equipment, including a desktop computer and a printer, was provided by KCI. The AFMIS database was installed by the MoF Budget Unit in the Accounting and Procurement Unit of Kabul Municipality. KCI will play a key role in the successful implementation of the mentioned database. Presently two user IDs have been created. Training in this area will be conducted in the first week of November 2012 in coordination with the MoF.

KCI continued on-the-job training on MS Word and MS Excel packages to improve skills of the managerial staff of KM Finance and Administration to produce financial, accounting and budgeting reports that meet the requirements of KM senior management.

KCI completed and reviewed the internal audit training materials for the senior officers of the Internal Audit Department (IAD). They met with the Internal Audit DG to discuss the contents of the training materials, develop the course and list of the trainees who will attend this ten-day training which will be conducted in December 2012.

In addition, KCI worked on the training materials for the "Narrative Report Writing" course which will be organized for KM Managers in mid-December 2012, and KCI started work on revamping the filing system of the KM Budget Department.

Improvement of Property Tax Registration

KCI gave a presentation on the progress of property registration in one of the biweekly Mayor's Donors Coordination Meetings. This presentation was well received. The Deputy Mayor for Finance and Administration highlighted the importance of digitization, not only for property registration but also for other KM paper records.

Digitization progress continued at a pace of about 500 records per week (2,000 per month).

The KM central property registration department and District Offices 9, 10, 14, and 15 were visited to monitor progress, coach and provide them with support on IT infrastructure. This included assistance in drafting plans, getting computers repaired, reinstalling Windows, procuring antivirus software, procuring UPSs, and reinstalling scanners.

2.0 ISSUES, OBSTACLES AND RESOLUTIONS

- KCI will work with KM and the World Bank to develop coordination to prevent duplication of work already completed or ongoing by KCI in revenue and financial areas such as FMIS
- The KM Revenue Report 1390 (21 March 2011-19 March 2012) highlighted discrepancies revenue reporting between KM and the 22 districts. KM has implemented some corrective measures, but additional action is needed. KCI is planning to meet with the Mayor to explain the report in detail and discuss options for further follow-up.

3.0 ACTIVITY FORECAST

Activities planned for the month of November 2012:

- Begin the annual survey of Kabul citizens' opinions and priorities which is used by the Mayor, KM officials and KCI to allocate resources for enhancing public service delivery;
- Continue Auto CAD training for six staff of the Urban Planning Department;
- Start driving course for 25 new drivers of the Sanitation Department;
- Deliver Safety Training and personal protection equipment for 200 workers of the Sanitation Department;
- Start the Senior Leadership training for 25 Directors General of Kabul Municipality;
- Start the International Computer Driving License (ICDL) Round Three for 200 KM staff;
- Deliver the second round of Citizens Information Center training for 11 staff of the CIC;
- Complete the bidding process for the Advanced Future Leaders Training, Advanced GIS training, Proposal Writing, HR Module for FMIS training, Advanced HR Training and Future Leaders Rounds Three and Four;
- Install and configure Sonic Firewall and provide related training to the KM IT staff;
- Install and configure Windows 2008 Server for DHCP services;
- Reload software (OS, Office and Antivirus) for the 3rd round of ICDL on all the municipality's contractor training center computers;
- Conduct two Women's Business Development Campaigns;
- Conduct two youth events;
- Deliver Gender Concept Clarification training for the Streets and Maintenance Department staff;
- Conduct City Clean-up Campaign by KM female staff in District 2;
- Identify the Youth Center location and draft the Scope of Work (SoW);
- Conduct a training needs assessment for KM female staff;
- Continue the Public Education Campaign on cleaning and greening;
- Start the second phase of broadcasting of TV public service announcements on cleaning and greening;
- Finalize the SoW and preparation for the advanced Media training for KM staff;
- Continue media events for KM/KCI projects;
- Complete the road stripping of Balahesar Road in District 1;
- Complete the electrical upgrading of garage in Street Maintenance Department;
- Complete the electrical upgrading of the youth gym;
- Continue with the construction of 1500 linear meter sidewalks in District 4;
- Continue with the construction of the continuation of old Taimani Park in District 4;

- Continue with playground installation in the remaining six parks;
- Develop a manual with extensive photographs on the installation and maintenance of the playground equipment;
- Continue with the paving of 10.23 Kilometers of roads in District 5;
- Continue with the survey of the additional 10 new parks;
- Complete construction of guardhouses, canteens and bathrooms in Shirino Park in District 2 and Shahrara Park in District 4;
- Begin the design of new sidewalk projects;
- Begin the installation of concrete pads for Sanitation Department dumpsters in District 10;
- Complete construction of toilets in Bibi Sangari Sarwari Park in District 11, Karte Mamorin Park in District 3, and Sayed-ul-Nasiri in District 11;
- Review five draft white papers on new revenue sources;
- Produce additional white papers on new revenue sources or on areas to improve revenue management;
- Submit legal documents on municipal revenue in both Dari and English for publication on KM's website;
- Report on financial management of KM's three cinemas;
- Report on the abolition of the city entry tax in countries comparable to Afghanistan and provide options for consideration by the Mayor and KM's senior management;
- Continue digitization of records (valuation forms, property documents and *Safay-i* books, and others);
- Continue visits to the district offices for monitoring, coaching (capacity building) and troubleshooting on IT issues;
- Conduct the Intermediate Budgeting training;
- Develop materials for the Internal Audit training;
- Continue preparation for the training on Narrative Report Writing;
- Continue ongoing support to key FMIS users, technical support to the Accounting Unit to process daily transactions through FMIS, and troubleshooting together with Glory Consultants;
- Continue ongoing support to the KM budget staff and KM's budget managers on the internal budget preparation process; and,
- Coordinate with the World Bank.

ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF OCTOBER 2012:

S/N	Name of project	Location	Department	Date Completed	Quarter of Completion
1	Guardhouses, canteens and Bathrooms in Bibi Sangari Park, Kart e Mamorin, and Sayed-ul-Nasiri Park	Districts 11, 3, 11	Streets	10 – Oct – 2012	Quarter 1/Y3
2	Citizen Information Centre (CICs)	District 99	Renovation	1 – Oct – 2012	Quarter 1/Y3
3	Electrical Upgrading of Gymnasium	Street Maintenance Dept.	Renovation	17-Oct-2012	Quarter 1/Y3

ANNEX 2: LIST OF SERVICE DELIVERY AND INFRASTRUCTURE PROJECTS IN PROGRESS, AS OF OCTOBER 2012

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	New Taimani Park	District 4	Greenery	35%	Services Delivery	In Progress
2	1500 Linear Meter of sidewalk	District 4	Streets	35%	Services Delivery	In Progress
3	Balahesar Road	District 1	Streets	90%	Services Delivery	In Progress
4	Guardrooms, bathrooms and canteens in Shirino Park	District 2	Greenery	95%	Services Delivery	In Progress
5	Guardrooms, bathrooms and canteens in in Shahara Park	District 4	Greenery	95%	Services Delivery	In Progress
6	10.23 kilometers of Roads	District 5	Greenery	80%	Services Delivery	In Progress

7	Electrical Upgrading of Garage and youth gym	Street Maintenance Dept.	Renovation	50%	Services Delivery	In Progress

ANNEX 3: LIST OF SERVICE DELIVERY AND INFRASTRUCTURE PROJECTED PROJECTS, AS OF NOVEMBER 2012

No	Name of project	Location	Department	Percentage Completed/ Construction*	CLIN	Progress
1	Hand-over three parks which are Shirino, Shahara and Sayed-ul-Nasiri Parks	District 2, 4, and 11	Construction	100%	Service Delivery	Under Progress
2	Electrical Extension in Karte Mamorin, BB Sangari, Sayedul Nasiri, Arzan Qemat Block 4 and Macroryan Park	Districts 3, 11, 11,12 and 16	Construction		Service Delivery	Under Progress
3	Solar lighting of Balahesar Road	Districts 1	Construction		Service Delivery	Pending in Subcontracts
4	Complete design of 10 neighborhood parks		Construction		Service Delivery	In design phase
5	Begin the construction of new parks		Construction		Service Delivery	In design phase
6	Complete Construction/Final Landscaping of the existing ten parks		Greenery		Service Delivery	Under progress
7	Identify sites for sports courts for Year three		Construction		Service Delivery	Under progress
8	Convene Youth for a Design		Construction		Service Delivery	Under progress
9	Identify additional 10 km of sidewalks to be constructed in Year Three.		Construction		Service Delivery	Under Progress
10	Design 10 km sidewalks		Construction		Service Delivery	Under Progress

* The park projects are being built in three phases. Phase I, will be greenery, sidewalks, sports courts, etc. Phase II will be canteens, guard houses, and bathrooms. Phase three will be the playground equipment in select parks. To date most of the parks are 100% complete in terms of Phase I construction as noted above.